

**Fourteenth CGIAR Consortium Board Meeting  
Minutes  
Virtual meeting  
17 December 2013**

**Chair:** Carlos Pérez del Castillo, Consortium Board (CB) Chair.

**Present:** Carl Hausmann (Vice-Chair), Mohamed Ait Kadi, Ganesan Balachander, Gebisa Ejeta, Marion Guillou, Lynn Haight, Martin Kropff and Agnes Mwang'ombe as CB members; Shenggen Fan (observer, Centers' representative), Jonathan Wadsworth (observer, FC Executive Secretary), Frank Rijsberman (CEO, Ex-Officio CB member), Luis Solorzano (Chief of Staff), Gerard O'Donoghue (Director, Finance and Corporate Services), Enrica Porcari (Head shared services) and Daniela Alfaro (Board Secretary).

**Excused with apologies:** Alan Tollervey (observer, Fund Council's representative),

**1. Welcome and Opening Remarks**

The Board Chair opened the meeting by welcoming CB Members and other participants.

The Chair updated the Board on three matters:

- a) November Fund Council meeting in Nairobi, where discussions included the Open Access Policy, progress made incorporating gender in CRPs' work, the CRPs Synchronization and Extension process, and the 2014-15 Financing Plan. The chair noted the very positive atmosphere that permeated both the FC meeting and the Knowledge Day event where everyone from the CGIAR was talking consistently and enthusiastically about the CG System.
- b) The Chair reminded that previously Board members were reluctant to approve substantial issues during virtual call-meetings. However, due to the excellent work of committees in reviewing the underlying documentation prior to this meeting, we are now in a position to approve substantive issues in this virtual meeting.
- c) The very positive feedback both from Center Boards and CB members on their attendance at Center Board meetings. Visits will continue in 2014 subject to CB members expressed preferences, location and costs.

The Chair asked for any amendments to the agenda.

**Decision:** *The agenda was approved by Consortium Board*

**2. CRP Extension proposal process**

The appointed Chair of the Science, Programs and Partnerships Committee (SPPC) for 2014 reported on the Extension Proposal Document. At its recent meeting in Nairobi the FC decided to extend the CRPs to the end of 2016 in order to take full advantage of the Mid-Term Review of the Reform as well as to ensure there is some form of external evaluation available for each CRP before the full proposal for the second phase is developed.

The CO prepared a 'note' which lays out a process for preparation of Extension (and refresh) Proposals for 2015-16, based to a large extent on the "10-pagers" of IDOs, ToC and Impact Pathway developed in 2013, their review by CO and ISPC, decision-making by CB and FC – as well

as the Templates and some guidance. The approach is essentially a two step approach. For those three CRPs due to end on 30 June 2014 an extension based simply on the 2014 POWB to the end of 2014 (i.e. for the full year). The second step is both for these three CRPs and for all others an extension proposal for the period 2015-16.

A draft of the note was shared with Centers, CRPs, ISPC and FO (who shared with FC) on November 22. Feedback received was incorporated. Overall ISPC and FO are well aligned with this proposal. The note emphasises the need for improved management, streamlining of programs, increased focus on gender, better partnerships and more effective governance.

**Decision: The Consortium Board approves this note. The CO will formally notify the CRPs and Lead Centers of the process and guidance to be followed for the Extension proposal process before the end of 2013.**

### **3. ICARDA recommendation**

The Chair of the SPPC reported on the committee's discussions regarding the ICARDA Investment Plan noting that it aims to support ICARDA's contribution to the 6 CRPs with which it works and that it has the support of ICARDA's management and Board. While recognising the need for CB documents to be vigorous and to clearly set out why some investments were supported and other not it considered that the language in the final investment plan should be modified to be more positive.

**Decision: The Board approved**

- i. The allocation of up to \$4M in 2014 (for 2013-14) and \$2M in 2015 to support ICARDA's Investment Plan through the 6 CRPs concerned in the 2014-15 FinPlan.*
- ii. The CO further recommends that the CB reserve up to \$1.5M to support ICARDA's Investment Plan in 2016, if progress reports from the CRPs recommend and justify this additional investment in the 2016 FinPlan.*
- iii. The CRPs and CO have already identified investments worth \$3.7M in 2014 and \$1.6M in 2015, respectively, that they support as technically justified based on the information provided by ICARDA to date, as further detailed in Table 1. The CO recommends that the additional \$300K in 2014 and \$400K in 2015 be allocated if and when further satisfactory justification is provided by ICARDA.*

### **4. Results-Based management pilot**

The appointed Chair of the SPPC reported on the committee's discussions regarding RBM noting that it is a new management system for the CGIAR. Seven CRPs volunteered to pilot it: AAS, CCAFS, Dryland Systems, Genebanks, GRiSP, Humidtropics and RTB. These CRPs submitted to the CO initial concept notes which have been ranked by two main criteria; 1) High quality proposal, coherent, convincing, aligned with piloting RBM and 2) Evidence of commitment of the CRP.

Based on the criteria five CRPs were selected by the CO to receive supplementary funding for piloting RBM. These pilots should provide new and complementary insights into RBM that can be used in designing an effective RBM system for the second CRP call for proposals. It was noted that each of the five pilots adopt different RBM strategies.

All CRPs will again have the opportunity to submit RBM pilot proposals for 2015 and 2016.

**Decision: The CB approved the recommended allocations of \$ 4Million to the selected CRPs for integration in the 2014-15 Financial Plan. This supplementary allocation of funds will be**

***distributed to the CRPs during 2014 in the following way: CCAFS (\$ 1.5M), RTB (\$ 700K), GRiSP, (\$ 600K), HumidTropics (\$ 600K) and AAS (\$ 600K).***

**5. Update on SRF management Update and guidance for CRP 2<sup>nd</sup> call**

The appointed Chair of the SPPC reported on the committee's discussion regarding the SRF Management Update and Guidance Documents and the proposed consultation process. He noted that these documents had already gone through several rounds of drafting and internal (Center, CRP) stakeholder feedback. Both documents will be released for another round of "external consultation" before December 19.

Furthermore, it is proposed to organize a 1.5-2 day workshop between mid-January and mid-February with the CB Science, Programs and Partnerships Committee and a group of interested FC members together with ISPC, the FO and the CO. The expected outcome would be to obtain feedback and guidance on these two key draft documents that will shape and guide the work of the CGIAR in the coming years.

**6. Update on 2013 Financing Plan**

The Chair of the Audit and Risk Management Committee (ARC) reported on the committee's discussion regarding the 2013 Financing Plan noting the success of the 90% guarantee for all CRPs introduced in the 2013 Plan. They noted that the 2013 FinPlan has been more than fully funded. Increased W1 availability would now enable implementation of the full additional allocations of \$20.97 million approved by the CB in the October 2013 meeting (now adjusted to \$20.53 million following updated W2 funding information). Total W2 allocations have improved somewhat in the aggregate (from \$123M to \$136M) with some CRPs receiving more and others less than forecasted. In the interest of stable funding (i.e. no reduction of budget over 2013 in December), the committee supports the Consortium Office recommendation to the Consortium Board to allocate additional W1 funding (that is available) for a total of \$3.49 million to CRPs that receive less W2, such that the total W1-2 funding is not less than shown in the October revision included in the 2014-15 FinPlan.

The CO was also requested to provide Centers with more clarity defining the exact meaning of 'full carry forward' and 'allocation commitments'. The CO will communicate directly with Directors of Finance and Corporate Services to bring the required clarity.

**Decisions: The CB approved:**

***i. Implement the additional W1 allocations to bring the CRPs up to their 2013 revised budgets (as set out in the 2014-15 FinPlan), shown in Table 5, column "2013 Additional Allocations / Adjustment" for a total of \$20.53 million.***

***ii. Allocate additional W1 funding to those CRPs with lower forecast than expected W2, to maintain their combined W1-2 funding as in the October 2013 FinPlan, to prevent budget reductions in December, for a total of \$3.49 million (as shown in Table 5, column 6).***

***iii. Maintain and implement, assuming funding is available, Table 5 as the Final 2013 CGIAR Financial Plan, and carry forward any additional funding that may be received later, as un-allocated funding held by the CGIAR Fund for future allocation as part of the 2014-15 FinPlan.***

**7. 2014-15 Financing Plan**

The chair of the ARC reminded the meeting that the draft 2014-15 Financing plan was presented to the CB at their October meeting. There was general support for the approach adopted but the CO was requested to review and, if appropriate, revise some of the numbers. Following

interactions with centers the revised draft 2014-15 Financing Plan was discussed with the Directors General and the FC in early November in Nairobi. Their feedback is incorporated into this final draft now presented to the Board for their approval.

***Decisions: The CB approved the 2014-15 CGIAR Financing Plan***

**8. Establishment of Audit Oversight group as sub-committee of ARC**

The Chair of the ARC recalled the state of disarray leading to the “reorganisation” of the Internal Audit Unit. The reorganizing process is largely complete and a new IAU Director has been recruited. The ARC recommends that oversight (“functional management”) for the IAU will be exercised through a reformed (Audit Advisory Group) AAG, to be called the Audit Oversight Group – as a subcommittee of the CB ARC. The IAU Director will have a CO contract and reports administratively to the CEO.

***Decision: The Consortium Board approves the creation of an “Audit Oversight Group” (AOG) as a subcommittee of the CB Audit and Risk Committee, to provide oversight over the Internal Audit Unit – with a charter for the new AOG to be submitted to the CB for approval.***

**9. 4<sup>th</sup> IITA Monitoring report and its recommendations**

The 4th CO monitoring report of IITA was discussed. It was noted that the draft report was shared with IITA and the IITA Board in its meeting of November 29 accepted the recommendations to join OCS and implement a time-recording system in 2015.

The Board also noted IITA’s exceptionally strong revenue growth and that it’s actual and projected financial recovery is ahead of its Financial Recovery Action Plan. However, IITA Board and Management need to remain vigilant as both cash flows and the reserves are lower than the recommended 70 days minimum and this will remain a concern in coming years.

***Decision: The Board approved***

- i. That IITA Board and Management be urged to take all necessary actions to ensure that a maximum amount of the lost funds will be recovered.***
- ii. That IITA Board and Management commit to join OCS with Implementation to be planned for 2015.***
- iii. That IITA Board and management commit to implement a formal time recording system in parallel to the implementation of OCS, also in 2015.***
- iv. That, provided the IITA Board and Management agree with the OCS and time-recording system recommendations, the Consortium Board will recommend to the FC to end the monitoring by Consortium Office staff of IITA’s financial management.***

**10. Bioversity Policies as initial CGIAR Consortium policies upon separation**

The CGIAR Consortium currently operates in France under the legal umbrella which Bioversity (or rather, the organization that merged with Bioversity, INIBAP, which was based in France) has with the Government of France. As a hosted organization, the CGIAR Consortium complies with all of Bioversity policies and procedures.

The CO management proposes that upon separation the CGIAR Consortium formally adopt Bioversity policies pending the formulation of its own policies and procedures.

***Decision: The Board approved the Bioversity Policies as the initial CGIAR Consortium policies upon separation from Bioversity.***

#### **11. Update on staff security**

The item on Consortium staff security was discussed. The CB was requested to assess and provide feedback on the development of a CGIAR Consortium framework for security risk management both in terms of a shared CGIAR policy framework and as a shared service initiative.

Board members expressed their support to the initiative and deemed it to be an important one for the moral, reputation and potential legal implications for the Consortium Board.

The CB encouraged the CO to continue its work in this area to further explore the level of accountability and the feasibility for a common security framework and requested the CO to prepare a plan in time for the next Board meeting in March 2014. It was further noted that the CO should extend the plan to include non-staff human resources working for Centers and CRPs (visitors, consultants, visiting scientists etc.)

#### **12. IA reporting**

The CB Chair introduced as background on the CGIAR IA Report and FC IP Report findings that not all Centers complied with the CGIAR IA Principles in 2012. The CO prepared a formal response from the CGIAR Consortium to the FC IP Group's report as well as a proposed process for handling Center requests for deviations from the Research and Emergency Exemption requirements set forth in the CGIAR IA Principles.

***Decision: The Board approves:***

- i. The CGIAR Consortium response to the FC IP Group's report***
- ii. The proposed CGIAR Consortium's process for handling Center requests for deviation from the Research and Emergency Exemptions***

#### **13. CB Policy Coordination Committee**

As part of the CGIAR Governance Review carried out in 2013, the Consortium Board approved PwC's recommendation to establish a Policy Coordination Committee (PoCCO) at the CB13 meeting. The CB also agreed to transform the Members' Interest Committee into this committee, expanding as such its mandate.

The appointed Chair of the PoCCO introduced the topic and explained how the new Charter was drafted.

***Decision: The CB approved the Policy Coordination Committee (PoCCo) Charter of the Consortium Board.***

#### **14. Any other business**

The Chair expressed gratitude to Carl Hausmann, Gebisa Ejeta and Shenggen Fan for their contributions to the Consortium in this their last meeting of the CB.

The Board discussed progress with the MTR and it was reported that a briefing is scheduled possibly for January 19/20 2014.

It was noted that the issue of reserves and in particular how Centers can generate reserves is a high priority for Centers. There is a "Resource Group" (chaired by Canada) which is a committee of the FC that is primarily intended to deal with a resource mobilisation strategy – but that has also agreed to take on the issue of reserves.

There being no other business the meeting was adjourned.